

27 July 1978

MEMORANDUM FOR: M2 Career Board
FROM : Clifford D. May, Jr.
Director of Data Processing
SUBJECT : Competitive Evaluation of M2
Managers

1. I would like for the M2 Career Board to develop a new competitive evaluation worksheet for M2 personnel assigned to managerial positions and for M2 personnel at a grade level where they are being considered for promotion to a management level position. I believe that the 24 dimensions of managerial behavior (attached) developed by [REDACTED] would provide a good point-of-departure for this purpose. Please discuss and let me know what you think.

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2. Do you think there would be any merit in asking the ODP MAG to evaluate and comment on our current Competitive Evaluation Worksheet?

STATINTL

[REDACTED]
Clifford D. May, Jr.

Att: a/s

Distribution:

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Findings.

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Three major areas of managerial function emerge from the interviews as Communication, Knowledge and Personal Style¹ each of which is subdivided as follows:

A. Communication:

1. Unidirectional - the act of keeping superiors, peers and subordinates informed about current and contemplated activities.

2. Multidirectional - the capacity to "listen"...to receive communication from superiors, peers and subordinates which, in turn, influences Unidirectional Communications.

3. Clarity - the capacity to express ideas in a complete and comprehensible fashion not only within OJCS strata but also to non-technical personnel outside of OJCS in both written as well as oral expressive modes.

4. Persuasiveness - the capacity to convey ideas both within as well as outside OJCS strata in a fashion which effectively motivates others to support those ideas.

B. Knowledge

1. Substantive - possession of an in-depth knowledge of technical aspects of all activities carried out in the manager's job area.

2. General---

a. possession of knowledge about the structure and functions of OJCS and of its relationships to Agency components.

b. possession of knowledge about the basics of human motivation and behavior.

3. Specific---

a. possession of an in-depth knowledge of the manpower, monetary and time demands inherent in projects the manager directs.

(¹The order of presentation is based upon convenience and does not imply any ranking as to importance.)

C. Style (Personal Qualities)

1. Manager as Manager

a. Organized - effectively brings resources to bear in accomplishing priority tasks within prescribed time limits.

b. Decisive - takes direct action in accepting and accomplishing standard and "crisis" projects as well as in closing out same.

c. Foresighted - can build safeguards against potential "SNAFU's" and/or drains upon resources as well as capitalize upon possible overlap inherent in projects to be accomplished.

d. Consistent - operates from a basis of an enunciated SOP which subordinates can rely upon for guidance in their day-to-day activities.

e. Flexible - able to reallocate resources and priorities in meeting crises without seriously disrupting the standard work flow.

f. Democratic - delegates project responsibilities appropriately to subordinates.

g. Supportive - understands the needs of subordinates and seeks to supply these through activities and responsibilities assigned.

h. Attentive to detail - makes it a point to be aware of every aspect of ongoing and contemplated projects and is able to retrieve these data as required.

i. Non-abrasive - has the ability to deal with people in an objective, positive fashion as opposed to a negative fashion which puts people on the defensive.

2. Manager as Person

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a. Organized - uses his/her own time effectively in meeting demands placed upon him by superiors and subordinates

b. Self-confident - possesses an accurate understanding of his/her competence which permits him/her to express judgements regarding projects even when these judgements may be unpopular.

c. Energetic - is a self-starter and initiator who continually seeks out opportunities for self- and staff-improvement.

d. Tenacious - once committed to a course of action or project, continues to pursue same, regardless of difficulties, to successful resolution.

e. Breadth - manifests knowledge and interests which reach far beyond his/her professional specialty.

f. Stress tolerant - is able to prevent job pressures (particularly crises) from significantly influencing his/her basic interpersonal style or from producing vacillation or fluctuation in his/her decision processes.

Present Status

~~The twenty-four (24) dimensions of managerial behavior listed above are of such a nature that several of the dimensions may be elicited and observed within a single situational task i.e., clearly, it is not necessary that each dimension be separately sampled via its own unique situational task. More to the point, the 24 dimensions are presented in unevaluated form and do not, at this time, reflect the judged importance of each dimension for successful managerial functioning within the position of OJCS Branch~~

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